

PROGRAM SUSTAINABILITY

*Krista Burke, Program Analyst
Jennifer Gentry, Interim Asst. Chief
Courtney Teague, QA Analyst*

*3rd Annual Continuous Quality Improvement Symposium
Crowne Plaza, Columbus OH
March 17, 2017*

Program Sustainability

Objectives:

- Define Sustainability
- Discuss potential barriers
- Review eight (8) elements of Program Sustainability

Program Sustainability:

The ability to maintain programming and its benefits over time

Program Sustainability

Barriers

- Existing / entrenched systems
- Community justice professionals operating in silos
- Leaders hesitate to share power
- Inefficient use of existing processes

Program Sustainability

Barriers

- Debate/dictation vs. dialogue
- Lack of clear vision
- Lack of leadership
- Misalignment of human resources-Staff
- Lack of ownership

Program Sustainability



Program Sustainability

Strategic Planning - Uses processes to guide program direction. Key components – *Mission/Vision, goals, strategies, beliefs/values* and *measurable outcomes*. Planning is a strategic process aimed at meeting the long term needs of the program.

- ***Holds*** sustainability ***efforts together***
- Leads to ***proactive decision making***
- Serve as a ***compass*** for the organization
- ***Keeps organization aligned*** with its vision and mission

Program Sustainability

Environmental Support - Having a supportive internal and external climate for the program

- Forge & leverage ***influential relationships***
- Knowledge/involvement with ***relevant legislation***
- **State Level** – OCPOA (CCA Director's meeting) OJACC, OCCA , GCOAT
- **Local Level** - LCPB, FGB, local government

Program Sustainability

Funding Stability - Consistent and diverse financial base for your program

- Must have **multiple** funding resources
- **Stable and diverse** funding is essential for ongoing stability

Program Sustainability

Partnerships - Cultivating alliances between a program and its stakeholders

- **Connections** with various resources
- Community level support across many organizations

Employers
Housing
Child care
Treatment providers
Medical

Education systems
Vocational
Faith community
Family services
Fitness/recreation

Program Sustainability

Program Evaluation - An objective assessment of a program's operations (*Program Sustainability Assessment Tool*)

- **Assessment & evaluation** builds sustainability
- Keeps program on track with **goals**
- **Performance** outcomes/objective measures
impact decision making
- Helps to ensure **Quality and Fidelity**

Program Sustainability

Program Adaptation: Be flexible and monitor trends

- Use your data!
- Taking actions to ensure ongoing effectiveness
- Continuous quality improvement
- Ongoing literature review of current evidence based research

Program Sustainability

Communications - Strategic and effective communication with program staff, internal and external stakeholders and the public at-large

- Marketing and reputation of your program
- Be aware of your programs outcomes and impacts
- Incorporate staff input when making program changes/modifications

Program Sustainability

Organizational Capacity: Internal support and resources needed to effectively manage and strengthen programs

Indications of Organizational Capacity

- * Enough staff and strong leadership
- * Internal and external support
- * Staff development and training
- * Integrate policy and economic resources
- * Policies – reviewed and updated
- * Succession planning

Program Sustainability

Leadership *The ability to influence people*

How do you become influential?

Systems

- Knowledge of industry trends
- Create a flatter organizational system
- Nurture meaningful collaboration internal and external
- Cultivate staff involvement
- Foster internal engagement

Program Sustainability

Leadership *The ability to influence people*

How do you become influential?

Relationships

- Trustworthy
- Effective listening
- Master team builder
- Cultivates strengths / Promotes growth
- “Down of the Ground”
- Foster internal engagement

RESOURCES:

Cebula, Nancy, Elizabeth Craig, John Eggers, PhD, Marge Douville Fajardo, James Gray, COL (Ret), and Theresa Lantz. 2012.

Achieving Performance Excellence: The Influence of Leadership on Organizational Performance. Washington, DC: U.S. Department of Justice, National Institute of Corrections.

Center for Public Health Systems Science: George Warren Brown School of Social Work. The Program Sustainability Assessment Tool.

Lovins, Brian. "Stepping Down from the Ivory Tower: Lessons Learned in Taking Theory to Practice". 2015.

ToersBijns, C. (2015, October). We Should Learn from Wolves, not Sheep. Retrieved from <http://www.corrections.com>.

Urgent VC, LLC. www.urgenttv.com/barriers-to-sustainability.

Wooden, John. The Pyramid of Success. Retrieved from <http://www.woodencourse.com>.

Zetlin, M. (2014, August). Why Pope Francis Is So Effective: 8 Lessons for Every Leader. Retrieved from www.inc.com

Strategic Management Insight, www.strategicmanagementinsights.com